# STRATEGIES ADOPTED BY LOCAL COMMERCIAL BANKS IN RESPONSE TO THE COMPETITIVE ENVIRONMENT.

# LYDIA KOECH CHEPNGETICH GMB/NE/O785/05/11

A Research Project Submitted to the School of Business in Partial Fulfillment for the Requirement of the Degree of Master of Business Administration.(Strategic Management option)

**KABARAK UNIVERSITY** 

October, 2012

## **DECLARATION**

This research project is my original work and has not been presented to any University for t	he
award of a degree or a diploma.	

Signature	Date
LYDIA KOECH CHEPNGETICH	
GMB/NE/0785/05/11	
	APPROVAL
This research project has been submi	itted for examination with our approval as University
Sign  Dr L.W. Njanja	Date
Kabarak University	
Sign	Date
Professor A.M. Katwalo	

**Kabarak University** 

#### **DEDICATION**

The research project is dedicated to my parents and the entire family who have given me the support that I needed during my studies at Kabarak University. Also to my course instructors Dr Njanja and Professor Katwalo who have guided me throughout this project.

#### ACKNOWLEDGEMENT

I would like to thank the Almighty God for seeing me throughout my studies at Kabarak University. Special gratitude goes to my two supervisors Dr Njanja and Professor Katwalo for their supervision, commitment and support to the completion of this research project.

I wish to express my sincere gratitude to all the people who assisted me during this period of the research project. Deep gratitude goes to my parents, brothers, sister, friends and my colleagues who have enabled me to pursue this degree. Last but not least, I wish to thank the entire community of Kabarak University for giving me the opportunity to pursue the degree and providing facilities and conducive environment to complete the project.

#### LIST OF ABBREVIATION

CBD - Central Business District

CBK - Central Bank of Kenya

FIU - Finance Intelligence Unit

IMF - International Monetary Fund

IT - Information Technology

MFIS - Micro Finance Institutions

PEST - Political Economical Social Technological

SPSS - Statistical Package for Social Sciences

SWOT - Strength Weakness Opportunity Threat

Figure 1: Managing firm's adaptation to the environment	12
Figure 2: The five generic competitive strategies	15
Figure 3: Porters five forces.	18
Figure 4: Conceptual framework	25
Figure 5: Sources of competitive advantage	26
Figure 6: Respondents level of education	32
Figure 7: Challenges due to competition	35
Figure 8: Differentiation strategy	39
Figure9: Cost strategy	40
Figure 10: Customer strategy	40

### LIST OF TABLES

Table 1: Distribution of the sample size	28
Table 2: Gender of the respondents	31
Table 3: Position held in the bank	33
Table 4: Work experience	33
Table 5: Ownership of bank	34
Table 6: Challenges due to competition	35
Table 7: Extent of the challenges	36
Table 8: Intensity of the competitive forces	37
Table 9: Banks Response to challenges	38
Table 10: Competitive strategies	38
Table 11: Specific differentiation strategies	41
Table 12: Specific cost strategies	42
Table 13: Specific focus strategies	42
Table 14: Improved performance	43
Table 15: Correlation	44